Canadian Human Rights Tribunal

2013–14

Departmental Performance Report

The Honourable Peter MacKay, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

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CHRT
Report on Plans and Priorities 2013–14

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Foreword

Departmental Performance Reports are part of the Estimates family of documents. Estimates documents support appropriation acts, which specify the amounts and broad purposes for which funds can be spent by the government. The Estimates document family has three parts.

Part I (Government Expenditure Plan) provides an overview of federal spending.

Part II (Main Estimates) lists the financial resources required by individual departments, agencies and Crown corporations for the upcoming fiscal year.

Part III (Departmental Expenditure Plans) consists of two documents. Reports on Plans and Priorities (RPPs) are expenditure plans for each appropriated department and agency (excluding Crown corporations). They describe departmental priorities, strategic outcomes, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Performance Reports (DPRs) are individual department and agency accounts of actual performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective RPPs. DPRs inform parliamentarians and Canadians of the results achieved by government organizations for Canadians.

Additionally, Supplementary Estimates documents present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or were subsequently refined to account for developments in particular programs and services.

The financial information in DPRs is drawn directly from authorities presented in the Main Estimates and the planned spending information in RPPs. The financial information in DPRs is also consistent with information in the Public Accounts of Canada. The Public Accounts of Canada include the Government of Canada Consolidated Statement of Financial Position, the Consolidated Statement of Operations and Accumulated Deficit, the Consolidated Statement of Change in Net Debt, and the Consolidated Statement of Cash Flow, as well as details of financial operations segregated by ministerial portfolio for a given fiscal year. For the DPR, two types of financial information are drawn from the Public Accounts of Canada: authorities available for use by an appropriated organization for the fiscal year, and authorities used for that same fiscal year. The latter corresponds to actual spending as presented in the DPR.

The Treasury Board *Policy on Management, Resources and Results Structures* further strengthens the alignment of the performance information presented in DPRs, other Estimates documents and the Public Accounts of Canada. The policy establishes the Program Alignment Architecture of appropriated organizations as the structure against which financial and non-financial performance information is provided for Estimates and parliamentary reporting. The same reporting structure applies irrespective of whether the organization is reporting in the Main Estimates, the RPP, the DPR or the Public Accounts of Canada.

A number of changes have been made to DPRs for 2013–14 to better support decisions on appropriations. Where applicable, DPRs now provide financial, human resources and performance information in Section II at the lowest level of the organization's Program Alignment Architecture.

In addition, the DPR's format and terminology have been revised to provide greater clarity, consistency and a strengthened emphasis on Estimates and Public Accounts information. As well, departmental reporting on the Federal Sustainable Development Strategy has been consolidated into a new supplementary information table posted on departmental websites. This new table brings together all of the components of the Departmental Sustainable Development Strategy formerly presented in DPRs and on departmental websites, including reporting on the Greening of Government Operations and Strategic Environmental Assessments. Section III of the report provides a link to the new table on the organization's website. Finally, definitions of terminology are now provided in an appendix.

Chairperson's Message

As the Acting Chairperson and Chief Executive Officer responsible for the period under review, I am pleased to present the 2013–2014 Departmental Performance Report for the Canadian Human Rights Tribunal.

Last fiscal year has been both rewarding and challenging for the Tribunal. We continued to provide a vital forum for Canadians to present their human rights complaints before an unbiased, quasi-judicial federal body and to resolve them in a manner that leaves a positive effect on the fabric of Canadian society, one that is founded on the principles of equity, inclusion and fairness to all. In doing so, we also brought value to Canadians by continuously analyzing our internal processes and reallocating resources to gain efficiencies.

The Tribunal stayed on track in promoting voluntary mediations as the first mechanism for effective resolution of complaints, and holding pre-hearing case management conferences. This helped narrow the issues in dispute, de-mystify the quasi-judicial process for all parties (particularly for those that are not represented by lawyers), and enable shorter hearings, which resulted in a more efficient process for all involved.

The Tribunal received fewer cases than in prior years, and closed more cases, leaving us with almost two percent reduction in the backlog of cases. With the recent addition of part-time members, and the appointment of the new Chairperson this year, the Tribunal is expecting to accelerate its efforts to continue reducing the backlog of cases.

As I return to my role as the Vice-Chairperson, I would like to take this opportunity to welcome the new Chairperson, Mr. David Thomas, who took the helm on September 2, 2014. I would also like to thank all Tribunal members and staff for their support over the last two years. I remain indebted to their dedicated contribution and support in providing Canadians impartial and fair access to justice.

Susheel Gupta
Acting Chairperson and Chief Executive Officer
for the reporting period April 1, 2013-March 31, 2014

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: Minister of Justice and Attorney General of Canada

Institutional Head: Mr. David Thomas, Chairperson and Chief Executive Officer, as of September 2, 2014.

Mr. Susheel Gupta, Acting Chairperson and Chief Executive Officer, for the reporting period April 1, 2013-March 31, 2014.

Ministerial Portfolio: Justice Canada

Enabling Instrument(s): *Canadian Human Rights Act,* R.S.C. 1985, c. H-6

Employment Equity Act, S.C.1995, c.44

Year of Incorporation / Commencement: S.C. 1998, c.9, s.27 (CIF June 30, 1998)

Organizational Context

Raison d'être

The Canadian Human Rights Tribunal is a quasi-judicial body that hears complaints of discrimination referred by the Canadian Human Rights Commission, and determines whether a discriminatory practice has occurred within the meaning of the *Canadian Human Rights Act* (*CHRA*). The purpose of the *CHRA* is to promote equal opportunity through the prevention and eradication of discrimination. The Tribunal also has an adjudicative role under the *Employment Equity Act* (*EEA*), the purpose of which is to achieve equality in the workplace through the correction of conditions of disadvantage in employment experienced by women, Aboriginal peoples, person with disabilities and members of visible minorities.

Responsibilities

The *CHRA* empowers the Tribunal to issue remedial orders against anyone found to have engaged in a discriminatory practice based on one or more of the following grounds:

- race;
- national or ethnic origin;
- colour;
- religion;
- age;
- sex (includes pay equity, pregnancy, childbirth and harassment, although harassment can apply to all grounds);
- marital status;
- family status;
- sexual orientation;
- disability (can be mental or physical, and includes disfigurement and past, existing or perceived alcohol or drug dependence);
- conviction for which a pardon has been granted or in respect of which a record suspension has been ordered.

The Tribunal's jurisdiction covers employment, as well as the provision of goods, services, facilities and accommodation, where these activities fall within the legislative authority of the Parliament of Canada. Federally regulated entities include federal government departments and agencies, as well as banks, airlines, telecommunications firms, broadcasters, and companies engaged in interprovincial transportation. The Tribunal holds public hearings to inquire into complaints of discrimination. Based on evidence, argument and the law (often conflicting and complex), it determines whether a discriminatory practice has occurred. If it makes a finding of discrimination, the Tribunal determines the appropriate remedy to compensate the victim of the discriminatory practice, and it may also order policy adjustments necessary to prevent future discrimination.

Many of the alleged discriminatory acts that the Tribunal adjudicates deal with conflicts that arise from long-standing practices, legitimate concerns of employees or employers, or conflicting interpretations of statutes and precedents. The role of the Tribunal is to provide the parties with a full and ample opportunity to be heard, analyze their positions against the evidence presented and the governing legal principles, and decide the dispute in a fair and appropriate way.

The Tribunal may only inquire into *CHRA* complaints that have been referred to it by the Canadian Human Rights Commission. The Commission resolves most cases without the Tribunal's intervention. Cases referred to the Tribunal generally involve complicated legal issues, unexplored areas of alleged discrimination, or multi-faceted evidentiary complaints that must be heard under oath. In this last regard a hearing is often required in cases with conflicting versions of events that involve assessments of credibility.

The Tribunal is not an advocate for the *CHRA*; that is the role of the Commission. The Tribunal has a statutory mandate to apply the *Act* based solely on the evidence and legal argument presented by the parties to a given case. If there is insufficient evidence to support the allegations in a complaint, then the Tribunal must dismiss the complaint.

The *EEA* empowers the Tribunal (constituted as an Employment Equity Review Tribunal) to review and either confirm, vary or rescind directions issued by the Canadian Human Rights Commission in respect of an employer's obligations under that statute (namely, to establish positive policies and practices to correct any workforce underrepresentation of the four designated groups and to eliminate employment barriers to their full representation).

Strategic Outcome and Program Alignment Architecture

The strategic outcome is the long-term benefit for Canadians that the Tribunal aims to achieve. It is aligned with the government's Social Affairs spending area, which supports the government's desired outcome of ensuring a diverse society that promotes linguistic duality and social inclusion. The CHRT has one core program to achieve its strategic outcome. Internal Services support this program.

Strategic Outcome

Effective resolution of human rights complaints in federally regulated sectors under the *Canadian Human Rights Act* (*CHRA*) and of applications under the *Employment Equity Act* (*EEA*).

Program

Hearing and mediation of complaints before the Tribunal.

Organizational Priorities

Priority	Type[1]	Strategic Outcome and Program
Encourage and support parties in mediation activities	Ongoing	This priority is linked to our sole strategic outcome: Effective resolution of human rights complaints in federally regulated sectors under the *CHRA* and of applications under the *EEA*. And is directly linked to our main program: Hearing and mediation of complaints before the Tribunal.
Summary of Progress		
What progress has been made toward this priority? The Tribunal continued to promote its voluntary mediation process as the first mechanism for the resolution of complaints. The Tribunal conducted a total of 78 mediations during the fiscal year, 42 of which resulted in a settlement. Of the 79 new complaints referred by the Canadian Human Rights Commission in 2013–2014, all were offered mediation, and 40 accepted, the results of which will be reported in next fiscal year's report.		

Priority	Type[1]	Strategic Outcome and Program
Conduct hearings efficiently and issue Decisions on a timely basis.	Ongoing	This priority is linked to our sole strategic outcome: Effective resolution of human rights complaints in federally regulated sectors under the *CHRA* and of applications under the *EEA*. And is directly linked to our main program: Hearing and mediation of complaints before the Tribunal.
Summary of Progress		
What progress has been made toward this priority? Progress was made as mediations and case management conference calls helped to reduce the length and complexity of the process in general. These measures also allowed the parties to better define or narrow the issues in dispute, and to assess their case. In 2013–2014, the Tribunal held hearings on 17 complaints for a total of 188 hearing days. Furthermore, the Tribunal rendered 11 Decisions and 28 Rulings. 55 percent of Decisions were rendered within four (4) months of the close of the hearing and 82 percent of the Rulings were rendered within four (4) months of the close of the submissions.		

1 Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or DPR. If another type that is specific to the department is introduced, an explanation of its meaning must be provided.

Internal Services – Organizational Priority

Priority	Type[1]	Strategic Outcome and Program
Streamline Internal Services	Ongoing	Internal Services support all the activities related to our strategic outcome and main program.

Summary of Progress

What progress has been made toward this priority?

As part of streamlining its activities, Internal Services continued to partner with third party service providers to design and structure its approach to doing business in order to achieve greater efficiencies in times of fiscal restraint. By eliminating structural costs, Internal Services was able to increase or decrease its demand for services thereby achieving savings that could be re-allocated to emerging priorities within the same budget allocation.

- A Memorandum of Understanding was signed with another small government department to support the delivery of financial services by sharing a Financial Officer on a part-time basis.
- Other existing Memoranda of Understanding which support the delivery of Information Technology services and Human Resources Management services were renegotiated in order to create savings and re-allocate funds, for example to invest in upgrading IT work tools or to complete a review against the government-wide priority for standardizing Common Human Resources Business Processes.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Unpredictable Workload	• Continue to closely monitor the intake of complaints as a result of existing and anticipated legislative changes and assess how it affects the workload. • Pursue proactive case management and manage case assignment in line with available resources. • Update and publish an explanatory publication for inquiry participants: *A Guide to Understanding the Canadian Human Rights Tribunal.*	All risks noted relate to the Tribunal's sole strategic outcome and its enabling Internal Services: *Effective resolution of human rights complaints in federally regulated sectors under the CHRA and of applications under the EEA.*
Adequate Resources to Conduct Timely Mediations/Hearings	• Continue to encourage resolution of complaints through the CHRT's mediation process, conduct review of case management processes and update the registry manuals. • Provide professional development opportunities to full- and part-time members to enhance their case management skills.	
Corporate Management	• Assess competing demands, accept risks and reallocate resources internally	

1 Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the RPP or DPR. If another type that is specific to the department is introduced, an explanation of its meaning must be provided.

Operating Environment

The Tribunal is a micro organization whose sole function is to adjudicate cases referred to it by the Canadian Human Rights Commission under the *Canadian Human Rights Act* or cases referred to it under the *Employment Equity Act*. The nature and volume of referrals is normally unpredictable. The on-going evolution of jurisprudence or changes in legislation can increase the volume of referrals and introduce unexplored issues to the Tribunal's caseload. All Tribunal Decisions are subject to judicial review in the Federal Court, and the resulting Federal Court judgments are appealable (without leave) to the Federal Court of Appeal. It can therefore take several years for judicial review proceedings to be decided with absolute finality. Moreover, the final result can entail the remittance of the case back to the Tribunal for redetermination. The judicial review process may at times legitimately result in certain cases remaining in abeyance for periods that extend beyond the parameters of a fiscal year. As such, planning remains an exercise of *best effort* supported with necessary on-going responsive management. While our Performance Indicators and targets guide our actions throughout the year, they do not necessarily convey the full performance story.

From an internal management perspective, the few Internal Services resources that support the needs of the Tribunal's core program face competing demands and multiple priorities on an on-going basis. Activities deal with the implementation of and compliance reporting on government-wide renewal initiatives in areas such as Finance, IT, Human Resources, Procurement, Contracting and other administration services.

On-going risk management remains focused on the Tribunal's strategic outcome for effective resolution of human rights complaints. This means regular re-assessment of priorities and re-allocation of internal resources.

Unpredictable Workload

The 2013–2014 Report on Plans and Priorities identified the repeal of s. 67 of the *CHRA* as a major contributor to the unpredictable workload. The repeal gives jurisdiction to the Canadian Human Rights Tribunal to review complaints alleging that a provision of the *Indian Act*, or a Decision made pursuant thereto, may be discriminatory.

During the year under review, the number of cases that can be directly attributed to the s. 67 repeal remains less than a handful. This may be due in part to a 2012 judgment of the Federal Court of Appeal (*P.S.A.C. v. C.R.A* 2012 FCA 7) that held that the *CHRA* does not provide for the filing of a complaint directed against an Act of Parliament. The Tribunal has interpreted this judgment to mean that while complaints challenging Decisions made under the *Indian Act* can now be heard, complaints that directly challenge the *Indian Act* per se—and nothing else—cannot be heard. However the true scope of the s. 67 repeal may still be open to question, as new judicial review proceedings have invited the Courts to question the Tribunal's interpretation of the *P.S.A.C.* judgment. (see pp.16-17).

It is important to note, however, that not all cases involving complaints from Aboriginal parties heard by the Tribunal during the fiscal year were related to the repeal of s. 67. Since 2009, the Tribunal has been dealing with cases that allege the Crown's funding of various on-reserve services for Aboriginal peoples is discriminatory. The first of these (*First Nations Child & Family Caring Society of Canada "FNCFCS"*) was referred back to the Tribunal from the Federal Court in 2012 and has proven to be extremely complex, necessitating the assignment of a three member panel, and resulting in a multi-year hearing that convened extensively throughout 2013–2014. The *FNCFCS* case involves voluminous documentary evidence, and addresses policies and practices occurring across Canada; it is national in scope, but with regional variations. It is fair to say this is the first case of its kind to be heard by the Tribunal. Final arguments are scheduled for the fall of 2014.

Subsequent to the *FNCFCS* referral, the Tribunal has received other complaints alleging the discriminatory funding of on-reserve services (*e.g.* policing and education services). These cases have not yet proceeded to hearing, but over the course of the 2013–2014 fiscal year they posed important challenges with respect to case management. The full scope of the hearings to be convened in these cases remains difficult to predict with any accuracy.

An additional factor contributing to the Tribunal's unpredictable workload is that more and more Complainants and Respondents are representing themselves or designating non-lawyers to represent them. These individuals or their representatives may not be familiar with the issue identification procedures and disclosure rules, or may not be able to comply with them in a timely fashion. The Tribunal is severely constrained in the types of assistance it can provide to unrepresented parties without compromising its impartiality. The logistics and procedural complexities associated with unrepresented parties who are trying to navigate a quasi-judicial process leads to increased numbers of motions, Rulings, and case conferences, as well as occasionally the cancellation and rescheduling of hearing dates. Where proceedings are cancelled or rescheduled, this creates a domino effect that has a significant impact on the scheduling of other cases, and on our financial resources.

Adequate Resources to Conduct Timely Mediations/Hearings

The risk relating to adequate resources diminished substantively last year with the appointment of three additional members. The *CHRA* specifies that a maximum of 15 members, including a Chairperson and a Vice-chairperson, may be appointed by the Governor in Council. As of September 2, 2014, the date of the new Chairperson's assumption of duties, the Tribunal is comprised of 11 members (Chairperson, Vice-chairperson, one full-time and eight part-time members).

The terms of two part-time members (one from British Columbia, and one from Québec) expired in February 2014, but they have been granted permission pursuant to s. 48.2(2) of the *CHRA* to complete cases they were seized with adjudicating prior to the expiry of their appointments. They cannot however be assigned any new cases.

Corporate Management

Internal Services continued to face pressures to meet competing demands within limited operating and salary budgets, while at the same time respond to multiple government-wide management initiatives. Risk management activities focused on regular re-assessment of priorities and internal re-allocation of resources.

In *Canada's Economic Action Plan 2014*, the Government announced its intention to create the Administrative Tribunals Support Service of Canada (ATSSC) to improve efficiencies in the delivery of Internal Services. The Tribunal is one of 11 organizations that will have the provision of support services centralized through this single, integrated organization, to strengthen the capacity to support the Tribunal's needs. The *Economic Action Plan 2014 Act, No. 1* received Royal Assent on June 19, 2014. As a result, the ATSSC is expected to come into force on November 1, 2014. Given its micro size and limited resources, the Tribunal recognizes the importance of continuing to improve and streamline internal management and will focus its efforts to ensure there is a seamless transition when the ATSSC begins its operations so that service to Canadians will continue without interruption.

Actual Expenditures

Budgetary Financial Resources (dollars)

2013–2014 Main Estimates	2013–2014 Planned Spending	2013–2014 Total Authorities Available for Use	2013–2014 Actual Spending (authorities used)	Difference (actual minus planned)
4,521,383	4,720,383	4,670,424	4,430,426	(289,957)

Human Resources (Full-Time Equivalents FTEs])

2013–2014 Planned	2013–2014 Actual	2013–2014 Difference (actual minus planned)
26	20	(6)

Part-Time Governor-in-Council Appointees

Under the reporting period, the Tribunal also had ten part-time members. Two of those members' terms expired in February 2014, however they are continuing to adjudicate the cases they were seized with prior to the expiry of their appointments, pursuant to s. 48.2(2) of the *CHRA*.

Budgetary Performance Summary for Strategic Outcome and Program (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2013–14 Main Estimates	2013–14 Planned Spending	2014–15 Planned Spending	2015–16 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)	2011–12 Actual Spending (authorities used)
Strategic Outcome 1: Effective resolution of human rights complaints in federally regulated sector under the *CHRA* and of applications under the *EEA*.								
Hearing and mediation of complaints before the Tribunal	2,282,382	1,888,153	2,369,894	2,589,784	2,303,759	2,098,767	1,971,469	1,783,912
Subtotal	2,282,382	1,888,153	2,369,894	2,589,784	2,303,759	2,098,767	1,971,469	1,783,912
Internal Services Subtotal	2,239,001	2,832,230	2,369,893	1,942,741	2,366,665	2,331,658	2,248,140	3,455,882
Total	4,521,383	4,720,383	4,739,787	4,532,525	4,670,424	4,430,426	4,219,609	5,239,794

Hearing of Complaints before the Tribunal – Actual spending for this program increased slightly compared to last year and was seven percent more than planned. The appointment of three new part-time members in June 2013 provided the Tribunal with the ability to assign more cases, thus resulting in increased expenditures for the program. In addition, the ongoing proceedings of a case presided over by a three-member panel continues to contribute to the increased expenditures.

However, substantial savings were incurred this fiscal year due to the Chairperson's position being vacant.

Internal Services – Actual spending for Internal Services was lower than planned, largely due to a vacant position not being staffed, delays in the implementation of an IT initiative to upgrade the Tribunal's financial management application, as well as continued vigilance to reduce operating costs. Examples include the cost sharing of a financial resource with another Small Department instead of staffing indeterminate positions and vigilant monitoring of non-essential purchases and expenditures.

Alignment of Spending With the Whole-of-Government Framework

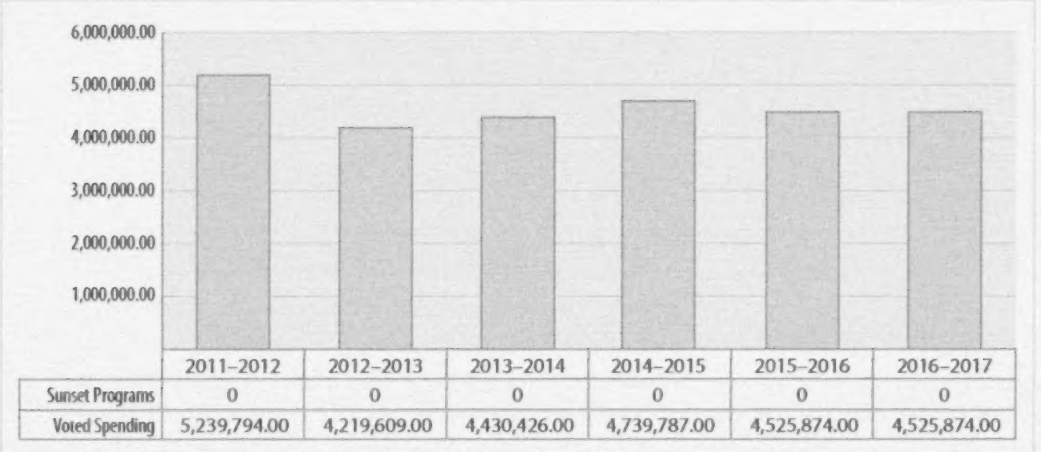
Alignment of 2013–2014 Actual Spending With the Whole-of-Government Framework[i] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2013–14 Actual Spending
Effective resolution of human rights complaints in federally regulated sectors under the *CHRA* and of applications under the *EEA*	Hearing and mediation of complaints before the Tribunal	Social Affairs	A diverse society that promotes linguistic duality and social inclusion	2,0987,767

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	NIL	NIL
Social Affairs	1,888,153	2,098,767
International Affairs	NIL	NIL
Government Affairs	NIL	NIL

Departmental Spending Trend



	2011–2012	2012–2013	2013–2014	2014–2015	2015–2016	2016–2017
Sunset Programs	0	0	0	0	0	0
Voted Spending	5,239,794.00	4,219,609.00	4,430,426.00	4,739,787.00	4,525,874.00	4,525,874.00

Planned spending remained constant, while authorities include the carry forward of operating budgets, salary amounts for payments in lieu of severance due and allocations received for wage and salary increases from collective agreements that took effect in 2013–2014.

The slight increase in spending in 2013–2014, compared to the last year, is mainly due to the increased O&M expenditures for the core program. In fiscal year 2013–2014, per diem expenditures were $693,591 compared to $439,400 for fiscal year 2012–2013; travel costs increased by $80,000 and expenditures for translation, transcription services and rentals of facilities increased by $53,000. The cost for human resources was slightly less than last fiscal year due to vacancies of key positions within the organization such as the Chairperson's position.

Estimates by Vote

For information on the Canadian Human Rights Tribunal's organizational Votes and statutory expenditures, consult the *Public Accounts of Canada 2014* on the Public Works and Government Services Canada website.[ii]

Section II: Analysis of Program by Strategic Outcome

Strategic Outcome

Effective resolution of human rights complaints in federally regulated sectors under the *CHRA* and of applications under the *EEA*.

Performance Measurement

Performance Indicators	Targets	Actual Results
Number of complaints resolved as a percent of complaints received	70%	*Met.* *83 complaints referred during or prior to 2013–2014 were resolved.* *79 complaints were received in 2013–2014.*

Program Description

As a key mechanism of human rights protection in Canada, the Tribunal gives effect to the Canadian ideals of pluralism, equity, diversity and social inclusion. It provides a forum where human rights complaints can be scrutinized and resolved, and provides definitive interpretations on important issues of discrimination. The primary result of the Tribunal's program is that Complainants can present their claims and achieve closure in a respectful, impartial forum, while Respondents have the opportunity to test the allegations made against them. Parties to a proceeding have access to a case resolution process that is efficient, fair and equitable and that delivers meaningful results. In the long term, Tribunal Decisions create legal precedents for use by employers, service providers and Canadians at large.

Budgetary Financial Resources (dollars)

2013–2014 Main Estimates	2013–2014 Planned Spending	2013–2014 Total Authorities Available for Use	2013–2014 Actual Spending (authorities used)	2013–2014 Difference (actual minus planned)
2,282,382	1,888,153	2,303,759	2,098,767	210,614

Human Resources (Full-Time Equivalents [FTEs])

2013–2014 Planned	2013–2014 Actual	2013–2014 Difference (actual minus planned)
13	12	(1)

Performance Results

As illustrated in the table below, the Tribunal's performance results were met in some areas, but not all, for reasons previously explained such as the fluidity of case referrals, cases stretching beyond fiscal years due to their complexity and evolving jurisprudence and, self-represented parties who are unfamiliar with quasi-judicial procedures. Our self-imposed targets remain ambitious, particularly in light of the challenging and somewhat unpredictable operating environment described earlier.

Expected Results	Performance Indicators	Targets	Actual Results
Parties to a proceeding have access to a case resolution process that is efficient, fair and equitable and that delivers meaningful results for Canadians	Percent of case processes initiated within 10 days of referral of the complaint file	80%	91% Met
	Percent of cases resolved within 18 months of the referral of a complaint file	80%	66% Not met
	Percent of Decisions rendered within four months of the close of the hearing	80%	64% Not met
	Percent of Rulings rendered within four months of the close of the submissions	80%	82% Met
	Percent of cases that commenced a hearing within 12 months of receiving the complaint file	70%	Not met 11 Tribunal cases that went to hearing did not commence within 12 months of receiving the complaint file due to reasons explained above.
	Percent of cases involving mediation successfully resolved without a hearing	percentage achieved*	54%

* No target set as mediation is voluntary and requires the consent of both parties. The Tribunal encourages parties to consider mediation as an alternative to proceeding to a hearing but acknowledges that mediation is not appropriate for every case.

Performance Analysis and Lessons Learned

The effective resolution of discrimination complaints depends entirely on a process that is impartial, fair to all parties, and that delivers results in a timely and cost-effective manner. As in previous years, the Tribunal employed techniques such as intensive prehearing case management conference calls and member-facilitated mediations in an effort to improve its services and program delivery. These approaches served to lower costs (both for parties and for the Tribunal) and reduce overall time for resolving complaints. A tangible measure of their effectiveness—and that of the Tribunal's entire process—can be gathered from an examination of our caseload statistics for the period under review.

This performance is based on:

a) Review of 368 complaints carried forward from previous years;

b) Exclusion of 147 complaints that are temporarily in abeyance. This cluster of complaints is not being actively managed by the Tribunal, given that key legal issues present in the files are to be decided in similar files that are currently before the superior courts. The superior court judgments will be binding on the Tribunal. Of the total 147 excluded complaints, there are:
   - 104 related complaints by a number of different individuals filed against the same respondents and arising from the same pattern of facts.
   - 13 complaints awaiting final judgment in similar files currently before the superior courts; and
   - 30 complaints that will be heard together as the complainants in these matters have filed two or more complaints against various respondents.

Analysis

The year started with 368 complaints being carried forward into 2014–2015, including the 147 cluster complaints. By the end of 2013–2014, the Tribunal had received 79 new complaints, which is a smaller number than last year (121) and closed 83 complaints, which is more than last year (76). It should be noted that 7 mediation settlements are awaiting approval by the Canadian Human Rights Commission (pursuant to s. 48 of the *CHRA*) and are therefore not counted as closed, although their status does not depend on Tribunal action. By closing more complaints (83) than we received (79), we concluded the year with a carry forward of 364 complaints. This small decrease in the carry forward is a good beginning as it positions the CHRT to reduce its backlog.

Case status	Full caseload	Active Number	Caseload with complaint cluster	Variable Number
Carry-forward from previous years	The Tribunal started 2013–2014 with 368 complaints in progress.	368	Complaint cluster 104 related complaints, 13 complaints before superior courts and 30 merged complaints. (368 – 104 – 13 – 30 = 221)	221
New complaints	Over the course of the fiscal year the Tribunal received an additional 79 complaints from the Canadian Human Rights Commission.	79		79
Closed complaints	The Tribunal closed 83 complaints in 2013–2014 by: • Issuing a Decision that put an end to the Tribunal's adjudicative process; • Facilitating a mediation that led to a settlement subsequently approved by the CHRC; • Acknowledging that the parties have settled the case through other means, or that the complainant has withdrawn the complaint.	83		83
Active complaints carried into 2014–2015	(368 + 79) – 83	364	(221 + 79) – 83	217

Lessons Learned:

- Improvements have been made in the Tribunal's financial forecasting. A more rigorous and timely tracking of travel cost, per diems, facilities rental or accommodation costs allowed for better estimates of the potential surplus/deficit position *earlier in the fiscal year*. However, a good degree of uncertainty remained as some changes in hearing or mediation schedules are only confirmed in the last quarter of the fiscal year.
- The performance targets continue to be ambitious in light of the added complexity of cases, and the time extensions associated with the need to accommodate parties, especially those who are unrepresented.
- Improvements have been made but more is required to capture and monitor data on a timely basis and allow for on-going management of patterns and trends. A case management tool is recommended.
- Three-member panel assignments are contemplated under the *CHRA* where the Chairperson considers that such an assignment is required by the complexity of the complaint. While panel assignments may generate increased costs, it must be remembered that resource implications—though relevant—cannot on their own dictate the exercise of the discretion that Parliament has conferred on the Chairperson.
- Improvements can be made in the case management and hearings procedures, as well as in internal processes and external communications with parties, to better support our strategic objective for effective and efficient program delivery. A new CHRT user guide, entitled *A Guide to Understanding the Canadian Human Rights Tribunal* has been drafted, and will be published to assist parties (in particular, unrepresented parties) to better understand our process.
- Performance indicators need to be reassessed in the context of the transition to the new Administrative Tribunal Support Services of Canada.
- Continuous improvements must take into account the new operating environment as a large proportion of the Tribunal's complaints are being advanced by unrepresented Complainants, or by Complainants who are not represented by lawyers; more mediations are being conducted, more preliminary issues are being brought forward by parties, and complaints are growing in complexity, all of which impact the calculation of achievement against the performance indicators. Moreover, indicators need to account for the fact that the Tribunal process necessarily involves external factors, which cannot be managed by the Tribunal (e.g., files waiting for s. 48 Decisions with respect to settlements, files waiting for final disposition of a judicial review application before the Federal Court, Federal Court of Appeal or Supreme Court of Canada).

Sample Tribunal Decisions from 2013–2014

The following summaries of Tribunal Decisions from 2013–2014 illustrate the kinds of complaints brought before the Tribunal and how such cases affect all Canadians. All Tribunal Decisions can be found on the CHRT's website.

Matson et al. v. Indian and Northern Affairs Canada **2013 CHRT 13**
&
Roger William Andrews and Roger William Andrews on behalf of Michelle Dominique Andrews v. Indian and Northern Affairs Canada **2013 CHRT 21**

Section 6 of the *Indian Act* defines the various persons who are entitled to be registered as "Indian". In *Matson*, the Complainants claimed that, due to their matrilineal Indian heritage, they are treated differently in their registration under section 6(2) of the *Indian Act*, when compared to those whose lineage is paternal and are registered under section 6(1). Namely, registration under section 6(2) does not allow the Complainants to pass on their status to their children. In *Andrews*, the issue was the previous enfranchisement provisions of the *Indian Act*. According to the Complainant, had his father not been enfranchised, he would have been entitled to registration under section 6(1), as opposed to his current status under 6(2). With section 6(1) status, the Complainant would then be able to pass 6(2) status along to his daughter.

Both complaints were argued under s. 5, as discriminatory practices in the provision of a "service". That is, Indian registration was argued to be a "service" within the meaning of s. 5 of the *CHRA*. The Tribunal disagreed. While the processing of registration applications by INAC could be viewed as a service, the Tribunal found that the resulting status or lack thereof could not. INAC does not have any involvement in determining the criteria for entitlement to be registered, or not registered, as an Indian under s. 6 of the *Indian Act*. Nor does it have any discretion in determining entitlement to be registered, or not registered, as an Indian pursuant to the criteria in s. 6 of the *Indian Act*. Entitlement has been determined by Parliament, not the Respondent, through s. 6 of the *Indian Act*. The Respondent must follow this section in processing applications for registration.

Therefore, the Tribunal was of the view that the complaints were challenges to s. 6 of the *Indian Act* and nothing else. Pursuant to the Federal Court of Appeal's Decision in *Public Service Alliance of Canada v. Canada Revenue Agency*, 2012 FCA 7 [*Murphy*], the Tribunal determined that complaints aimed at legislation per se, and nothing else, fall outside the scope of the *CHRA*. An attempt to counter the application of legislation based solely on its alleged discriminatory impact could only succeed by way of constitutional challenge. Additional arguments, i.e. (1) that *Murphy* was superseded by other Supreme Court of Canada authorities regarding the primacy of human rights legislation; (2) that provincial human rights bodies had accepted that human rights legislation could render legislation inoperable; and, (3) that current and former provisions of the *CHRA* (including the former s. 67) indicated intent by Parliament to allow challenges to legislation under the *Act*, were also rejected by the Tribunal.

Both Decisions are currently subject to applications for judicial review.
(Federal Court file no. T-1088-13; T-1777-13)

Results for Canadians

With the repeal of s. 67 of the *CHRA*, the Tribunal now has the jurisdiction to consider discrimination complaints emanating from the application of the *Indian Act*. These two cases are an example of the complex and novel issues that have arisen as a result of the repeal of s. 67 of the *CHRA*.

In these two Decisions, the Tribunal provides insightful analysis and interpretation of the *CHRA*, examples of which include the Tribunal's determination that the complaint could be dismissed as a challenge to legislation; its interpretation of the term "service" as used in s. 5; and its determination regarding the primacy of human rights legislation.

Chaudhary v. Smoother Movers **2013 CHRT 15**

The Complainant described himself as a brown skinned man of Middle Eastern descent. During the course of his employment with Smoother Movers, he claimed other employees made discriminatory comments relating to his race, national or ethnic origin and colour. He also claimed he was sexually harassed by one employee rubbing his buttocks against him in a tightly packed elevator; and, in another incident, employees showing their buttocks to him while they were bent over. After three days of working for Smoother Movers, the Complainant was not offered any more shifts and did not return to work for them.

The Tribunal found it was unclear why the Complainant did not return to work for Smoother Movers, but neither party contacted the other with regard to further work or lack thereof. Therefore, the Tribunal was of the view that the Complainant failed to establish a link between his discontinued employment and a prohibited ground of discrimination, pursuant to s. 7(a) of the *CHRA*. On the sexual harassment claim, the Tribunal found the incidents did not persist beyond single occurrences, were not very severe, and the Complainant presented no evidence that the alleged acts were sexual in nature. Therefore, the Tribunal dismissed the Complainant's allegations of sexual harassment, made under s. 14 of the *CHRA*.

However, the Tribunal did find that there was some evidence to support the Complainant's allegations that he suffered adverse differentiation in employment, pursuant to s. 7(b) of the *CHRA*, on the basis of the comments directed towards him from other employees. This evidence required an examination of the explanation put forward by the respondent: The owner of Smoother Movers and some of the employees involved categorically denied making the comments alleged or hearing anyone else making comments. In weighing the credibility of both sides of the story, the Tribunal preferred Smoother Movers' account: The Complainant never raised his allegations with his employer; there were inconsistencies in some of the Complainant's statements; and, the Complainant continued to interact with his co-workers during breaks and lunches, despite claiming to be hurt and offended by their comments. In weighing the totality of the evidence, the Tribunal found that the conduct alleged by the Complainant did not occur as he claimed.

As a result, the complaint was dismissed.

Results for Canadians

The significance of this Decision lies primarily in its provision of a clear and concise overview of the state of the law regarding the *prima facie* tests for discrimination under ss. 7(a), 7(b) and 14 of the *CHRA*. Specifically, the need to establish a link between a prohibited ground and the discriminatory conduct alleged; and, in terms of sexual harassment, the need to establish persistence, repetition and/or severity of the conduct and to establish that it is sexual in nature. This Decision serves as a valuable reminder to Complainants that they have an initial onus to lead some evidence in support of each constituent element of an alleged discriminatory practice.

Hicks v. Human Resources and Skills Development Canada **2013 CHRT 20**

As part of his employment, the Complainant was required to relocate from Sydney, Nova Scotia to Ottawa, Ontario. The Complainant's wife did not relocate to Ottawa with the Complainant in order to care for her elderly and disabled mother. As a result, the Complainant and his wife maintained dual residences. In this regard, the Complainant made an expense claim for temporary dual residence assistance under the Respondent's applicable Relocation Directive. That claim was denied because the Complainant's mother-in-law did not meet the definition of "dependant" in the applicable directive, as she was not living with the Complainant and his wife, but rather in an assisted-living apartment. In its interpretation and application of the Relocation Directive, the Complainant alleged the Respondent engaged in a discriminatory practice within the meaning of s. 7(b) of the *CHRA* on the basis of family status.

The Tribunal found eldercare duties fell within the protection against discrimination on the basis of family status under the *CHRA*. The characteristics of the Complainant's family were defined by his and his wife's eldercare responsibilities towards their mother/mother-in-law. The purpose of the Relocation Directive was to assist transferred employees with relocating their lives, in the most efficient manner, while recognizing that efficiency must be balanced against any detrimental effects to the transferred employee or his/her family. Also, the Relocation Directive applied to all eligible persons irrespective of, among other things, family status. Despite the broad purpose and application of the Relocation Directive, the Complainant was denied assistance because of the characteristics of his family: He and his wife cared for his elderly mother-in-law who, because of a permanent disability, could not live with them in the family home.

In response, the Respondent argued there was a rational basis for limiting financial assistance to family members living with the employee; employees do not need to maintain a second residence to facilitate their relocation unless they have dependant family members residing with them in these residences who are unable to relocate at the same time as the employee. According to the Respondent, assistance was not given for the voluntary separation of the family for personal reasons.

The Tribunal rejected this argument because no explanation was advanced by the Respondent, pursuant to s. 15(2) of the *CHRA*, as to how an interpretation of the Relocation Directive that included the circumstances of the Complainant's family in relation to his need to maintain dual residences would have caused the Respondent undue hardship. Moreover, the Tribunal found that the Respondent's assumption justifying its policy in this case, that a second residence is not necessary if the dependent family member does not live there, clearly did not take into account family circumstances such as the Complainant's. Furthermore, the Respondent's assertion that the Complainant's family circumstances arose because of a "voluntary separation of the family for personal reasons" ignored the duties and obligations within the Complainant's family. The Tribunal also found that the Respondent's position contradicted the purpose of the Relocation Directive of minimizing the detrimental effects of relocation on a transferred employee and his or her family.

This Decision is currently subject to an application for judicial review. (Federal Court file no. T-1726-13)

Results for Canadians

The relevance and importance of this Decision lies in the Tribunal's interpretation of the prohibited ground of "family status". This Decision marked the Tribunal's first opportunity to consider the Federal Court's Decision in *Canada (Attorney General) v. Johnstone*, 2013 FC 113, wherein the Federal Court affirmed the Tribunal's previous finding that duties and obligations within the family are protected by the ground of family status. Applying the reasoning of that Decision, and relying on the Ontario Human Rights Tribunal Decision in *Devaney v. ZRV Holdings Limited*, 2012 HRTO 1590, the Tribunal in *Hicks* recognized for the first time that eldercare duties fall within the protection against family status discrimination under the *CHRA*. As the term "family status" is not defined in the *CHRA*, the *Hicks* Decision has made a tangible contribution to the jurisprudential understanding of what is protected under this prohibited ground of discrimination.

Beattie et al. v. Aboriginal Affairs and Northern Development Canada **2014 CHRT 1**

The Complainant alleged AANDC refused, based on the prohibited ground of family status, to give proper and adequate consideration to her entitlement to Indian registration and band membership pursuant to sections 6(1)(c) and 11(1)(c) of the *Indian Act*. Specifically, the Complainant claimed that AANDC, in determining her entitlement, refused to consider the circumstances of her custom adoption. AANDC interpreted the term "child" in the 1927 *Indian Act* as excluding custom adopted children. This affected the Complainant's status entitlement, along with the status she could pass on to her children and grandchildren.

The Tribunal found that the denial or adverse differentiation in this case was based upon the Complainant's status as a custom adoptee and, as such, fell within the prohibited ground of "family status" under s. 3 of the *CHRA*. In the Tribunal's view, AANDC's assessment of the Complainant's entitlement to registration was based upon incorrect interpretations of the *Indian Act* that resulted in negative impacts for the Complainant and her descendants.

The Tribunal found this case to be distinguishable from those of *Murphy*, *Matson* and *Andrews*. In those cases, the complaints were directed at legislation and nothing else. In this case, there was discretion in how to interpret the legislation, and the complaint was directed at the interpretation. It therefore fell within the Tribunal's jurisdiction. The Tribunal found that where a statute has ambiguous language that can be interpreted in more than one way, the *CHRA* requires the administering department to choose the interpretation that is most consistent with human rights law principles. In this case, the Tribunal found AANDC did not do so.

Prior to the hearing of the complaint, AANDC had changed its approach and recognized the Complainant's custom adoption in determining her registration and band membership. For the Tribunal, this was an admission that the previous exclusionary approach did not have a *bona fide* justification within the meaning of the *CHRA*.

As a result, the complaint was substantiated, and AANDC was ordered to cease applying the aforementioned discriminatory interpretation of the *Indian Act*.

Results for Canadians

This case is another example of the type of issues that have arisen as a result of the repeal of s. 67 of the *CHRA*. In contrast to the complaints in *Matson* and *Andrews* summarized above, in this case the Complainant was challenging the AANDC's interpretation of the status entitlement provisions of the *Indian Act*, but not the provisions themselves. Whereas in the *Matson* and *Andrews* cases the responding department had no discretion in applying the law, in this case a discretion existed that could be subjected to *CHRA* scrutiny.

This Decision serves to remind those who interpret and apply legislation in providing services to the public, that they must do so in a manner that is consistent with human rights law principles. Furthermore, in conjunction with the *Matson* and *Andrews* Decisions, the *Beattie* Decision has clarified to what extent complaints challenging the administration of the *Indian Act* fall within the Tribunal's jurisdiction.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided specifically to a program.

Budgetary Financial Resources (dollars)

2013–2014 Main Estimates	2013–2014 Planned Spending	2013–2014 Total Authorities Available for Use	2013–2014 Actual Spending (authorities used)	2013–2014 Difference (actual minus planned)
2,239,001	2,832,230	2,366,665	2,331,659	(500,571)

Human Resources (FTEs)

2013–2014 Planned	2013–2014 Actual	2013–2014 Difference (actual minus planned)
13	8	(5)

Performance Analysis and Lessons Learned

Internal Services delivered a significant number of support services, and reported satisfactorily on its compliance with a number of centrally driven accountability instruments. For example, the Management Action Plan against the core control audit of the Office of the Comptroller General was approved as completed. The Management Action Plan against the audit of the Public Service Commission was approved as completed; all staffing activities were deemed to meet the requirements of the Departmental Staffing Accountability Report; on-going reporting against IT security threats was successfully managed in partnership with Shared Services Canada. However, this performance came at the cost of constant juggling of priorities, and acceptance of low level risks. By the end of the year, it became abundantly clear that the current structural model was not sustainable.

The creation of the Administrative Tribunals Support Service of Canada (ATSSC) and consolidation of the Internal Services of 11 organizations, including the CHRT, should alleviate the situation and strengthen the administrative capacity to support the Tribunal's needs, while reducing pressure on staff. Efforts are underway to ensure there is a seamless transition when the ATSSC begins its operations (anticipated in November 2014) and to ensure that service to Canadians will continue without interruption.

Section III: Supplementary Information

Financial Statements Highlights

Canadian Human Rights Tribunal Condensed Statement of Operations and Departmental Net Financial Position (unaudited) For the Year Ended March 31, 2014 (dollars)					
	2013–2014 Planned Results	2013–2014 Actual	2012–2013 Actual	Difference (2013–2014 actual minus 2013–2014 planned)	Difference (2013–2014 actual minus 2012–2013 actual)
Total expenses	5,866,755	5,526,840	5,374,039	(339,915)	152,801
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	5,866,755	5,526,840	5,374,039	(339,915)	152,801
Departmental net financial position	(305,077)	(215,909)	(251,936)	89,978	36,027

The variance between actual expenditures of 2012–2013 and 2013–2014 is directly related to our core program, namely increased costs for complex cases, including related costs such as per diems, travel and transcription services.

Canadian Human Rights Tribunal Condensed Statement of Financial Position (unaudited) As at March 31, 2014 (dollars)			
	2013–2014	2012–2013	Difference (2013–2014 minus 2012–2013)
Total net liabilities	662,786	699,102	36,316
Total net financial assets	441,824	423,507	18,317
Departmental net debt	220,963	275,595	(54,632)
Total non-financial assets	5,053	23,659	(18,606)
Departmental net financial position	(215,909)	(251,936)	36,027

The Tribunal's assets and liabilities have been fairly stable over the last two fiscal years. There are no major fluctuations in the amounts reported in the above Condensed Statement of Financial Position.

Financial Statements

Further information concerning the Tribunal's financial statements can be found on the Tribunal's website.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[iii] publication. The tax measures presented in the ***Tax Expenditures and Evaluations*** publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Appendix – Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports Decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a Decision must be made whether to continue the program. In the case of a renewal, the Decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i **Whole-of-government framework,** http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

ii ***Public Accounts of Canada 2014,*** http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

iii ***Tax Expenditures and Evaluations*** **publication,** http://www.fin.gc.ca/purl/taxexp-eng.asp